

**Quality and Productivity Commission Meeting
Minutes of April 13, 2015**



**County of Los Angeles
Quality and Productivity
Commission**

565 Kenneth Hahn Hall of Administration
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Website: <http://qpc.co.la.ca.us>

PRESENT:

Rodney Gibson
Walter Allen, III
Charles Bakaly
Evelyn Gutierrez
Nancy Harris
Jaclyn Tilley Hill

Shawn Landres
Huasha Liu
Edward McIntyre
William Waddell
Joseph Wetzler
Will Wright

ABSENT:

Jacki Bacharach
Viggo Butler

Marshal Chuang
Bud Treece

CALL TO ORDER

The Chair called the regular meeting of the Quality and Productivity Commission to order at 10:05 a.m. in Room 739 of the Kenneth Hahn Hall of Administration.

The Chair introduced and welcomed Commissioner Will Wright who was recently appointed to the Commission.

APPROVAL OF THE MINUTES OF MARCH 2, 2015

On motion of Commissioner Wetzler, seconded by Commissioner Landres, the minutes of March 2, 2015, were unanimously approved.

CHAIR'S REPORT

Chair Gibson gave the following report:

- The Board has approved the appointment of Commissioner Will Wright, who works for the American Institute of Architects in Los Angeles. The Executive Director and Chair met with Commissioner Wright and had a good first meeting. Look forward to his contribution and knowledge of the County. He is committed to attending the Retreat and will do so on public transportation. He does not drive a car.
- On March 11, 2015, met with Interim CEO Sachi Hamai. They discussed the need for more funds for the Productivity Investment Fund, department visits, the upcoming Leadership Conference and the Productivity and Quality Awards ceremony in October. She is clearly supportive of the Commission and has agreed to meet regularly. The County's new Chief Operating Officer, Jim Jones, attended the meeting as well.

Chair

Rodney C. Gibson, Ph.D.

1st Vice-Chair

Jacki Bacharach

2nd Vice-Chair

Nancy Harris

Chair Emeritus

Jaclyn Tilley Hill

Immediate Past Chair

Edward T. McIntyre

Walter Allen, III

Charles G. Bakaly, Jr.

Viggo Butler

Marshal Chuang

Evelyn M. Gutierrez

J. Shawn Landres, Ph.D.

Huasha Liu

Bud Treece

William C. Waddell, DBA

Joseph P. Wetzler

Will Wright

Executive Director

Victoria Pipkin-Lane

Program Manager

Mary E. Savinar

Program Support

Laura Perez



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- When discussing the budget shortfall, they seemed surprised staff costs come out of the Productivity Investment Fund budget and were not aware of the shortage of funds. They promised to look into the shortfall and staff costs and get back to the Commission.
- She showed her Gold Eagle Award she received while in the Auditor-Controller's Office and emphasized how much she understands the Commission efforts.
- Spoke about the need to move the QPC website to eCloud.
- With all the changes that have occurred in the County, they discussed the importance for the Commission to remain an independent body within the Chief Executive Office. She said she did not see anything in the works for any change to the Commission.
- Provided her information on some of the good things the Commission is doing with the Productivity Investment Fund.
- Mentioned that she has two productivity managers assigned to the CEO (Jerry Ramirez and Erlinda Castro). She is more than welcome to appoint her choice to the Commission. The Commission would like the managers to remain active. The Executive Director mentioned that both managers want to continue serving and have expressed their desire to Sachi and will remain on the Network.
- Asked if she had a specific initiative she would like the Commission to launch or support. She emphasized that she was focused on the Board's top three priorities, which is the Sheriff's Department reform, Child Protection, and merging of the health and health-related departments into one structure. She would like any concentration to be on those topics.
- On Thursday, May 7, 2015, Commissioner Jaclyn Tilley Hill will be honored by the Military Women in Need with the Inaugural Pat Demond Award. The event will be at the Santa Monica Airport. For additional information, visit www.militarywomeninneed.org.

PRODUCTIVITY MANAGERS' NETWORK (PMN) CHAIR'S REPORT

Executive Director, Victoria Pipkin-Lane, made the following report:

- The PMN Executive Committee kicked off the new year on February 9 to plan the PMN General Meeting and Training.
- The Executive Committee will meet with the PQA Committee on April 23 to kick off the 2015 PQA season. They will review PQA guidelines, forms, process, and select a theme.
- The Executive Committee will also plan for the May 6 PMN meeting. It will be hosted by the Los Angeles County Museum of Art at the "Brown Auditorium" for the meeting, followed by a tour of the Art and Technology Center. Scott Tennent, Director of Executive Communications, will make a brief presentation to the managers. The primary focus of this meeting will be to prepare the managers to identify, solicit, and prepare PQA entries. Elizabeth Mendez and Elisa Vasquez, PQA Co-Chairs, will train the managers and give tips for winning entries.

EXECUTIVE DIRECTOR'S REPORT

Victoria Pipkin-Lane gave the following report:

- Interim CEO Sachi Hamai will be unveiling the County's recommended 2015-2016 budget today. It is a \$26.9 billion budget with an increase in 1300 staff positions (106,000 employees total).
- The budget will be formally presented at the Board meeting tomorrow. The Governor will then give his May revise which will give the County a better understanding of sales taxes and additional funding for programs. Will send the press release to Commissioner's once available.
- The Commission's funding takes place in supplemental, which is in September.
- A few Commissioners have not paid for the cost of goodies. Please give your money to staff.
- The County is celebrating Take Your Daughters and Sons Day tomorrow. Because the Commission meets today, we are celebrating the special day today and have special guests in the audience.
- The Department of Human Resources has sent the Commission a copy of the book, "Managing Human Behavior in Public and Non-Profit Organizations," as promised at the department visit on March 25. Richard Denhardt, a co-author, is Dean of the USC Sol Price School of Public Policy, which administers the County's Executive Leadership Development Program.
- Met with the Chief Deputies in the offices of Supervisor Hilda Solis and Mark Ridley-Thomas regarding their Productivity Manager appointments. Supervisor Ridley-Thomas has appointed Doreen Jordan. Awaiting her formal appointment by the Supervisor. Still waiting for an appointment in the First District.

LEADERSHIP CONFERENCE

Commissioner McIntyre reported the following:

- The 13th Annual Leadership Conference is scheduled for May 27. A draft of the agenda is in today's packet for review.
- Expecting three Supervisors (Antonovich, Solis, and Kuehl) to attend.
- The title of this year's conference is "Innovation in Customer Service: Access, Care and Response."
- The conference will have videos and the audience response system, which has been very popular in the past.
- The draft agenda gives the speaker names (a total of 7) and their topics of discussion.
- Commissioner Gibson said there will be a photo shoot for the Commissioners at 8:45 a.m. at the dais. Please try to arrive on time so no one gets left out.

STRATEGIC FORESIGHT WORKING GROUP (SFWG)

Commissioner Landres reported the following:

- The Strategic Planning Retreat will be on May 14, 2015, 8:30 a.m., at Eaton Canyon Park in Pasadena.
- Commissioner Gibson assigned the SFWG with the responsibility for developing the Strategic Plan update and process. The SFWG has been reporting to Commissioner Gibson and the Executive Committee as they have been working. Want to thank the Executive Committee and Commissioner Gibson for their feedback.
- Everything will be explained in great detail on May 14. However, the guiding question will be: How can the Quality and Productivity Commission best leverage or exercise its authority and resources to fulfill its mission. This will be explored in three different ways:
 - What lessons does the history of the Commission offer to its possible future. This will be done through a series of interviews with current and past Chairs. They will be in touch with former Chairs ahead of the Retreat.
 - In view of the Commission's Charters Mission and Duties, what might the Commission consider in terms of its work on knowledge, expertise, experience, collaboration, and communication?
 - How might the Commission deploy key tools, resources (including financial ones), technology, and human capital to fulfill its charter and duties and advance its mission?
- Following the retreat, there will be two key moments when the full Commission will have an opportunity to check in on the process. The first will be in mid-June when the SFWG brings back through the Executive Committee, the summary findings from May 14, which will set up a road map for an updated report.
- A draft will be worked out during the summer and fall. By early October, the Executive Committee should have a draft that will be circulated to the full Commission. The Commission will take time in late October to discuss and have the final approval by late December.
- The SFWG wanted to seek input from the Productivity Managers and Department Heads, who are the Commission's most important stakeholders, on what matters to them.
 - He wanted to thank Jennifer Coultas for all her assistance in gathering the information and putting it together. The feedback gathered was very good and will assist in the retreat. Also, a big "thanks" to the Productivity Managers for sending their information.
- In advance, paperwork will be sent out that includes copies of the Commission Charter, Mission Statement, and the data Jennifer collected.
- There will be a preview of the highlights that Commission Gutierrez prepares on the trends report.
- The goal on the 14th is to enable as much discussion as possible.
- Commissioner Gibson said there will be a Facilitator assisting the Commission at no cost to the Commission.

DEPARTMENT VISIT REPORT

Commissioner Gibson reported on the Museum of Art:

- Commissioners met at the Innovative Center where they saw a nice plaque on the wall thanking the Commission for the grant to fix the center. They have a display of all the organizations they get support from, such as Google, Apple, and other groups. It's a wonderful facility. Productivity Managers will be meeting at the facility at their next general meeting and training.
- Michael Govan gave an insightful update on Museum operations, including highlights of the much-anticipated new Museum of Art building. They have commitments of over \$300 million for the Museum. He anticipates the final opening will coincide with the Metro station opening across the street around 2022.
- During construction, they are working on a plan to distribute the art in the communities (schools) and having small art shows.
- They will be celebrating the Museum's 50th Anniversary in April.
- Attendance has been going up. They have apps to keep track of everything. They are working to develop minority art and working with Hispanic and African American artists.
- It is the third most popular museum in the world.

Commissioner Harris reported on Human Resources:

- The Commission has supported Human Resources (DHR) on various successful projects. The Commission should be very proud and continue to support their efforts.
- The visit started with the introduction of Richard Denhardt. He attended the visit to explain his thought process and the classes offered. The Executive Leadership Program, which was funded by the Commission, has 100 graduates so far. They are working on getting a matrix to see how the program is working and assisting managers. Departments and employees are taking the program very seriously and it is a solid base in how the County is grooming managers.
- They have partnered with Military and Veterans' Affairs on a successful Veterans' Internship Program, which resulted in the hiring of more than 200 vets in 2014 and 70 so far this year.
- Co-locating DHS staff within the Fire Department to assist with and maintain integrity of the exam process, to ensure that appropriate disciplinary measures are in place, and to validate competencies for testing.
- Launching an Information Technology Strategic Plan process. This carries out their commitment to automate all things pertaining to human resources.
- Upgrading the Absence Management System, now used by all County departments, which provides reports on employee leaves and tracks productivity.

OPEN DISCUSSION

Commissioner Gutierrez expressed concerns regarding the Commission's budget. It is somewhat of a strategy to include Commission staff's budget to the operating costs of the Commission. If they are added to the Chief Executive Office budget, staff is subject to cuts and other changes. Under the Commission, staff is protected and not as vulnerable. Not sure if it is an advantage to put staff under the CEO budget.

Commissioner Hill added that staff has always been independent.

Commissioner Landres stated that there may be opportunities as an independent Commission to negotiate for additional staff or support to enable staff to do more. The Commission should lean toward an independent budget authority and ask for additional funding for the PIF to fund staff.

Commissioner Gutierrez wants to see if a status report can be developed on projects that have received PIF funding. It's important to see how projects are doing that the Commission has invested in. Executive Director, Victoria Pipkin-Lane, will have staff come back with a formalized process. Commissioner Landres said this can be a matter of discussion at the May 14 retreat.

PUBLIC COMMENT

Commissioner Landres introduced Abby and Zuzana Landres. They are visiting to celebrate "Take Your Daughters and Sons to Work" day. Abby Landres, a 7 year old 1st Grader from Grant School in Santa Monica gave a speech. Specifically, she would like an investigation to see if more healthy foods can be made available at the County's museums. She often sees the children's menu filled with unhealthy choices and would like to see that changed.

Executive Director, Victoria Pipkin-Lane, will refer her suggestion over to the Productivity Managers' of the Museum's and get back to Abby.

Rachel Strohecker, a 17 year old high school student, who lives in San Dimas also spoke. She is currently a senior in high school and is a college student at Mt. SAC. She would like to be an equine vet. She has a horse named "Annie" at Marshal Canyon Equestrian Center. She loves all the work that employees do in Los Angeles County.

ADJOURNMENT

On motion by Commissioner McIntyre, seconded by Commissioner Liu, the meeting adjourned at 11:28 a.m.

The next Full Commission meeting will be on Monday, June 15, 2015, in Room 739, Kenneth Hahn Hall of Administration.